

Issue 219

25 July 2000



www.ar.navy.mil

NAVY ACQUISITION REFORM

INFO-ALERT



Making Total Ownership Cost (TOC) Work for YOU!

("Everyone's Job is TOC—Team TOC!")

Problem Definition and Objectives

There are some challenges faced by the DoN in achieving the Defense Systems Affordability Council's (DSAC) goals. The shrinking size and experience level; demands on time and multiple commitments; decreased worker proficiency; and lack of mechanisms for information/knowledge creation, capture, reuse, and update are affecting the Department's ability to operate and respond effectively in today's dynamic Acquisition environment. To address the challenges, the DoN's Acquisition Reform Office (ARO) in collaboration with the Department of the Navy's Chief Information Office (DoN CIO), Acquisition and Business Management (ABM) Office, of the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RDA)), and Program Executive Office for Information Technology (PEO (IT)) has initiated a Knowledge Management initiative focusing on cultivating a TOC Knowledge Community enabled by the TOC Knowledge Share Space (TKSS).



The primary objectives of this initiative is to: overcome the loss of knowledge and experience; decrease the demands on time and multiple commitments; raise worker proficiency through availability of lessons learned and best practices; establish mechanisms for knowledge creation, capture, reuse, and update; and enable acquisition workers to operate in a knowledge-centric versus program-centric manner.

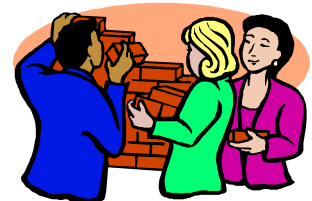
The use of a comprehensive, interactive knowledge-based technology solution; such as the TOC Knowledge Share Space, enables TOC decision making, information/knowledge dissemination, and professional development and allows you, the members of Team TOC to perform your work; better, faster, cheaper and smarter!

An Acquisition Worker Focus

At the heart of this project is making TOC work for you - the acquisition workforce - the members of Team TOC. The people focus of this project naturally led to the concept of establishing a formal TOC Knowledge Community. Knowledge communities are designed to foster collaboration, create and grow a knowledge base from which community members can draw, and harvest the ongoing prob-

Upcoming Events

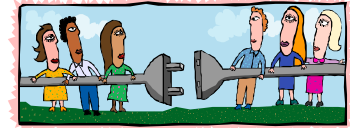
Navy Knowledge Fair	1 August
Navy-Industry R&D Partnership Conference	9-11 August
World Standards Day Conference	14-15 August
Military & Aerospace Avionics COTS Conf.	22-25 August



lem solving insights of the community. The need for a knowledge-based solution; including, an engaged and interactive Knowledge community enabled by a TOC Knowledge Share Space, has evolved in the acquisition workforce and has been identified and confirmed by the ARO over the past several years. This has been done through TOC workshops and symposiums, where participants articulated their need for practical knowledge on Total Ownership Cost, as well as through periodic surveys of the acquisition workforce administered by the ARO.

Our Knowledge Management Approach

ARO, with the help of its partners and through extensive market research, has developed a KM Methodology that includes four primary phases (outlined below). The methodology incorporates DoN CIO's KM Framework parameters of content, process, culture, learning, and technology.



Some of the key activities and milestones in the our life-cycle approach to KM are:

Plan – From a KM process standpoint, we defined the problem and approach. We mapped critical knowledge needs, determined high-level functional requirements, conducted an initial technology scan, and developed a full life cycle KM Methodology. Management was apprised of progress, briefed in KM principles and helped establish and promulgate a KM vision. Members of the team completed a comprehensive KM certification program as well as extensive training in an iterative, dynamic, system development process called the Rationale Unified Process (RUP).

Design/Justify – During this phase we modeled processes; mapped knowledge needs, and identified sources of best practices and other functional expertise.

As a result of this phase of our KM approach a variety of knowledge sharing partnerships have been, and continues to be, pursued. For example, a partnership with the University of Arizona Center for the Management of Information, which specializes in collaboration methods and tools and has worked extensively with the USS Coronado, has been established. A partnership agreement with the Defense Acquisition University and their affiliates is also in place (Defense Systems Management College will be a beta site for collecting user feedback on initial iterations of the system). The team members have had some involvement with an industry study conducted by APQC (another partner) on KM implementation and are currently partners in the upcoming study “Building and Sustaining Communities of Practice” which will benchmark best practices in community development throughout industry and government. We will actively pursue partnerships and we have benefited from myriad organizations and sources willing to share their experiences and knowledge with respect to KM.

Implement – The key emphasis during this phase, just commencing, will be on developing the TOC knowledge community and rolling out the supporting technology and infrastructure. A detailed TOC knowledge community development plan and a knowledge Community development strategy and knowledge community guide are being developed based upon lessons learned in best practice organizations, and tailored to the DoD/DoN culture and existing TOC knowledge community development requirements.

Operate/Maintain - This phase will include continual monitoring of community activity and system use and fine-tuning of performance. Innovation will be emphasized for continuous improvement, capitalizing on the knowledge sharing.

Conclusion

Upon completion the TOC Knowledge Share Space will provide a capability for you, a member of Team TOC to locate TOC knowledge on demand, from any location, at any time, from your desktop with confidence that the information is accurate, timely and relevant.

ARO plans to demonstrate an early iteration of the TOC Knowledge Share Space at their booth during the upcoming DoN Knowledge Fair on 1 August 2000 at the Hyatt Regency Hotel in Crystal City. We are and will actively solicit comments and feedback from fair participants.

Additional information on the DoN Knowledge Fair is available at <http://www.bcinow.com/fair2000>.